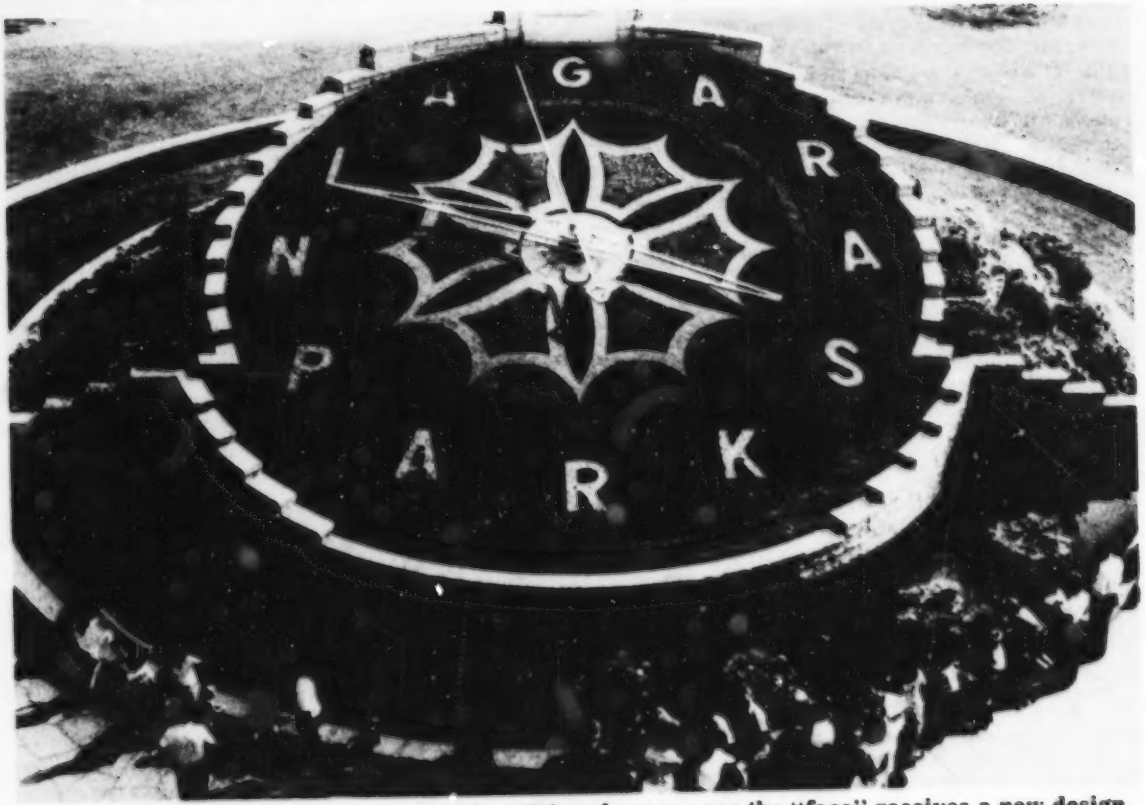
Special on Tourism

The Niagara Parks Commission

A Provincial Park and a Business



Niagara Parks Floral Clock is planted by NPC and every year the "face" receives a new design.

The Niagara Parks Commission was established in 1887 but actually began in 1885 when the Niagara Falls Park Act was passed by the Ontario legislature. It was the first Provincial Park and consisted of 62.2 hectares of property. Today it has grown to about twenty times that size and consists of some 2,800 acres. Part of this is along the complete thirty-five mile length of the Niagara River. The N.P.C. property is valued at millions of dollars and includes the Niagara Parkway between Niagara-on-the-Lake and Fort Erie, Ontario, Charles Daly Park, Stoney Creek Battlefield Park and the park lands along the Niagara Parkway. The system includes historic sites, gold courses, a marina, campgrounds, swimming beaches, picnic areas, restaurants, gift shops, horticultural gardens and school and many scenic attractions.

In operating this major system, the Niagara Parks Commission has set out certain aims and objectives. they include the goal to maintain, preserve and enhance the beauty and surroundings of the Canadian Niagara Falls and the Niagara River, from Fort Erie to Niagara-on-the-Lake.

They are to develop, operate and maintain a system of park and recreation areas, historic sites and educational facilities which complement the natural wonders of the Niagara Falls and the Niagara River, and which will facilitate and add to the visitor's enjoyment. They will provide those wishing to view and enjoy the splendor of Niagara Falls an opportunity to do so with ease. They will provide a broad range of educational opportunities for people in the fields of horticulture, geology, natural history, and the history of the Niagara Frontier.

Further, they will continually seek new methods and means for improving the visitor's experience when visiting the Niagara Falls area. They will encourage complementary uses of lands adjacent to the Parks system, and to work with other groups and agencies who have compatible interests in the Park area. They will help insure a favourable first and or last impression for the many millions of visitors to Ontario and Canada crossing the borders along the Niagara Frontier.

It is an aim and objective to encourage and promote the development of the tourism industry in Ontario and Canada. They will also pursue the self-sustaining nature of the Parks System while recognizing the limitations of compatible and suitable revenue-producing facilities and the long range needs of capital improvements.

A young family enjoys viewing and photographing the many flowers to be found in Queen Victoria Park.

There is a pride in being a part of the Niagara Parks Commission and in working to maintain these high standards. Members of the Commission today include James N. Allan from Dunnville, Archie Katzman from St. Catharines, Harry J. Daniel, Q.C. from St. Catharines, Wilbert N. Dick from Niagara-

on-the-Lake, Heinz K. Hummel from Fort Erie, Kenneth R. Green from Simcoe, Barbara A. Boyer from Fort Erie, William J. Marshall from St. Catharines, Brian E. Merrett from Niagara Falls, Alice J. Pietz from Welland, Albin R. Rogala from Stoney Creek, Brian N. Sinclair, Q.C. from Niagara Falls and Donald R. Wilson who is the General Manager and Secretary.

Two founding principles stand out from the rest in the running of the Niagara Parks Commission. As far as possible, the Niagara Parks should be free to the public. The Niagara Parks should be financially self-supporting. The system is unique in that, unlike most parks, it does not receive any funds from government sources. No tax dollars go to the Niagara Parks Commission. the Provincial Legislature has never given direct assistance through public monies. To maintain a financially sound system, the Niagara Parks Commission is run as a business.

Revenue comes from two major sources. The Commission receives water rentals from the Ontario Hydro Commission for the use of its facilities. The second source is from self-operated gift shops, restaurants, and attractions.

In its first year of operation, the total revenue of the Niagara Parks Commission was less than $5,000. In 1983, its gross income was more than 26.6 million dollars. Water rentals accounted for 3.1 million dollars in 1983. The Commission receives payment of half the rate for the first million horsepower generated by the hydro electric companies. The rest of the water rentals is turned over to the province by Ontario Hydro. Each year the rate is adjusted according to the change in the annual average consumer price index.

The larger revenue comes from thirty-two facilities throughout the park. In 1983 the gross income from this source was 21.7 million dollars and the net income was 7.2 million dollars. These facilities include scenic tunnels, an aero car, the Victoria Park Restaurant, the Table Rock Restaurant, the Queenston Heights Restaurant, the Whirlpool Restaurant, eleven snack bars, seven gift shops, two garden shops, four historic sites, three parking lots, two incline railways, two golf courses, two campgrounds, one transportation system and a marina. The prices for these attractions are competitive so as not to compete with the local tourist industry. The Commission recognizes that some area businesses depend on the tourist trade for their living. Public reaction to the Parks attractions and facilities has been favourable and supportive.

The Commission also provides and maintains many services and facilities which do not generate any income. They do however create expenses. In 1983, they cost the Commission 8.0 million dollars. Maintenance costs for the Horticulture Department which keeps the parks beautiful amounted to over 3.1 million dollars. The Engineering Department which is responsible for maintaining all buildings and structures and for the thirty-five miles of roadways including service roads for residents, street lighting, waterlines, storm and sanitary sewers, etc. created a cost of 2.5 million dollars. The Parks Police Force created an expenditure of $800,000. Other items include recreational facilities, parkrooms, Drummond Hill Cemetery, the Botanical Horticulture and the maintenance of the Ontario Hydro Floral Clock. these generated an annual cost of $[illegible],000 in 1983. The administrative overhead budget for 1983 cost 1.6 million dollars and included such expenses as advertising, public relations, maintaining an accounting department and tax grants paid to local municipalities.

Dufferin Islands, a beautiful and picturesque area just off the Niagara River, above the Falls is a tourist favourite.

The Niagara Parks commission employs approximately 1,400 people of which 248 are full time employees. The total payroll amounts to 10.9 million dollars.

The net income from all park operations in 1983 came to $3,409,000. As a sound business entity, the Commission invested this money back into the parks. Each year a capital works program is carried out which amounts to approximately 2.5 million dollars. Equipment purchases are made amounting to between $450,000 and $600,000 per year. Land acquisitions are another investment. Improving the existing facilities is an ongoing expenditure. Over the next two years the Commission will work to improve traffic facilities at an estimated cost of several million dollars.

In speaking before the representatives of other park systems some years ago, Mr. Robert Brooker who is the Controller for the Niagara Parks Commission, pointed out that the methods used here to be financially self-supporting may not work in any other park. Niagara Falls has twelve million visitors per year and is recognized as the number one natural attraction in North America, perhaps even the world. Further, within a radius of five hundred miles around the Falls lives seventy-five per cent of the total population of North America. This amounts to some two hundred million people. We have the natural attraction and it is within a short drive from all of these people. Not many parks have that advantage. Unlike other Provincial parks, there is no fee for entry into the Niagara Parks with the exception of Charles Daley Park.

Other features of the Niagara Parks include band concerts, guided nature walks, boat launching ramps and lifeguard supervised swimming areas. Winter activities include cross-country skiing.

The administrative offices of the Niagara Parks Commission are located at Oak Hall, part of which has been restored and is open to the public. It became the home of the Commission in October of 1982. Prior to this time, the Commission was located in the old administrative building which now houses the Parks Police Administrative offices.

Since 1972, the Commission has reported to the Minister of Natural Resources. In March of 1982, a new ministry was formed. The Niagara Parks Commission now reports to the Ministry of Tourism and Recreation.

Next year the Niagara Parks Commission will celebrate its one hundredth year as a Provincial Park and as a successful business. It continues to work as a major part of tourism in this area and an important contributor to the business community.[]

For information about the facilities and attractions relating to the Niagara Parks Commission, write to the Niagara Parks Commission, Box 150, Niagara Falls, Ontario, L2E 6T2.

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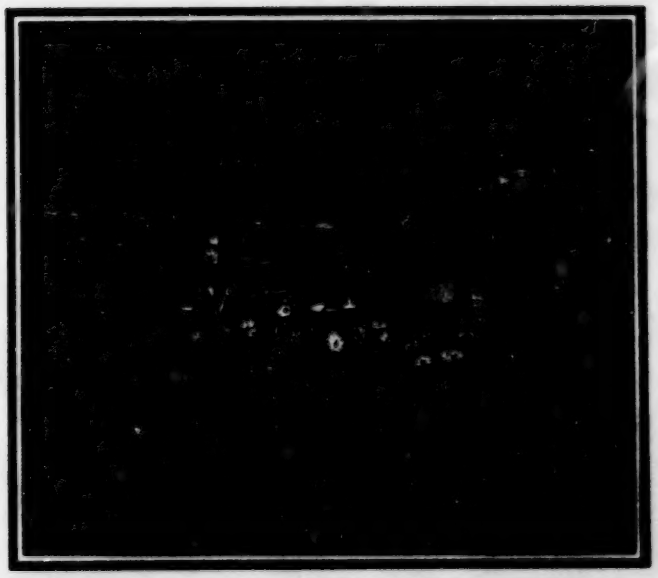
THE NIAGARA PARKS COMMISSION
NINETY-SEVENTH
ANNUAL REPORT
1983



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THE NIAGARA PARKS COMMISSION

Ontario

The Niagara Parks Commission Aims and Objectives

The Ontario Legislature passed the Niagara Falls Park Act on March 30, 1885 which provided for the formation of The Niagara Parks Commission.

From that time The Niagara Parks Commission has had a unique and exciting history. An original "acorn" of a mere 62.2 hectares, is now a mighty "oak" that encompasses slightly more than 1130 hectares along the 56 kilometres of the Niagara River. Included in this system today are historic sites, golf courses, a marina, campgrounds, swimming beaches, picnic areas, restaurants, gift shops, horticultural gardens and school, significant natural areas and many scenic attractions.

The Commission's goals are as follows:

1. To maintain, preserve and enhance the beauty and surroundings of the Canadian Niagara Falls and the Niagara River, from Fort Erie to Niagara-on-the-Lake.
2. To develop, operate and maintain a system of park and recreation areas, historic sites and educational facilities which complement the natural wonders of the Niagara Falls and the Niagara River, and which will facilitate and add to the visitor's enjoyment.
3. To provide those wishing to view and enjoy the splendor of Niagara Falls an opportunity to do so with ease.
4. To provide a broad range of educational opportunities for people in the fields of horticulture, geology, natural history, and the history of the Niagara Frontier.
5. To continually seek new methods and means for improving the visitor's experience when visiting the Falls area.
6. To encourage complementary uses of lands adjacent to the Parks System, and to work with other groups and agencies who have compatible interests in the Park area.
7. To insure a suitable first and/or last impression for the many millions of visitors to Ontario and Canada crossing the borders along the Niagara Frontier.
8. To encourage and promote the development of the tourism industry in Ontario and Canada.
9. To pursue the self-sustaining nature of the Parks System while recognizing the limitations of compatible and suitable revenue-producing facilities and the long range need for capital improvements.

The present Niagara Parks Commission is continuing the policy of Commissions of former years, namely a dedication to carry out a program of preservation, restoration, commemoration, beautification and attraction for the enjoyment of the millions of yearly park visitors from the world over. The Commission reports to the Legislature through the Minister of Tourism and Recreation.

Cover Photo:
A family enjoys a picnic along the scenic Niagara River Parkway.

Commissioners

James N. Allan, Chairman
Dunnville

Archie Katzman, Vice Chairman
St. Catharines

Barbara A. Boyer
Fort Erie

Harry J. Daniel, Q.C.
St. Catharines

Wilbert N. Dick
Niagara-on-the-Lake

Heinz K. Hummel
Fort Erie

Kenneth R. Green
Simcoe

William J. Marshall
St. Catharines

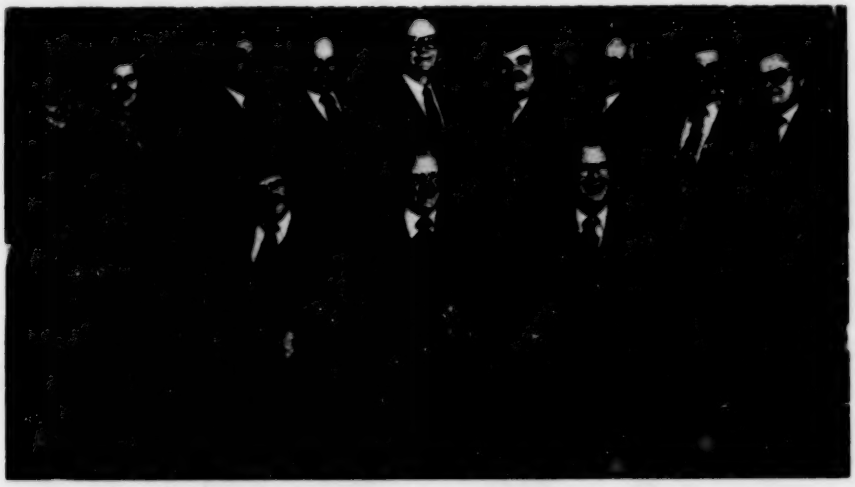
Brian E. Merrett
Niagara Falls

Alice J. Pietz
Welland

Albin R. Rogala
Stoney Creek

Brian N. Sinclair, Q.C.
Niagara Falls

Donald R. Wilson
General Manager and Secretary



Members of The Niagara Parks Commission as of October 31, 1983.
Back Row (left to right): Barbara A. Boyer, Alice J. Pietz, Harry J. Daniel, Q.C., Brian N. Sinclair, Q.C., Kenneth R. Green, Brian E. Merrett, A.F. Sheppard, Q.C., Solicitor, William J. Marshall, Albin R. Rogala. Front Row (left to right): Archie Katzman, Vice Chairman, James N. Allan, Chairman, Donald R. Wilson, General Manager.
Absent: Heinz K. Hummel, Wilbert N. Dick.

The Honourable
John B. Aird, O.C., Q.C., B.A., LL.D.
Lieutenant Governor of the Province of Ontario

May It Please Your Honour:

The undersigned respectfully
presents the annual report of
The Niagara Parks Commission for
the fiscal year ended October 31, 1983.

Reuben C. Baetz
Minister of Tourism and Recreation

THE NIAGARA PARKS COMMISSION

Ontario

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To the Honourable Reuben C. Baetz, Minister of Tourism and Recreation:

I take pleasure in submitting herewith the Ninety-seventh Annual Report of The Niagara Parks Commission covering the fiscal year ending October 31, 1983.

The Ontario Legislature in 1885 passed the Niagara Falls Park Act which provided for the formation of The Niagara Parks Commission. The policies of Ontario's Niagara Parks are directed by a twelve member Commission that consists of the Chairman, Vice-Chairman, and ten Commissioners.

In our fiscal year the following members were appointed to serve on the Commission until November 30, 1983. William J. Marshall, regional councillor for the Municipality of Niagara, was re-appointed as regional representative. Brian E. Merrett, alderman of the City of Niagara Falls, was also re-appointed as the representative of that city. Wilbert N. Dick, Lord Mayor of Niagara-on-the-Lake, represented the Town of Niagara-on-the-Lake for another year.

A new commission member was welcomed as the representative for the Town of Fort Erie, Mayor of the town, Heinz K. Hummel. Alice Jean Pietz of Welland was re-appointed as a provincial representative until September 23, 1986. Barbara Ann Boyer of Fort Erie was appointed as a new provincial representative until the same date.

This year tenders were invited to proceed with the first stage of our traffic system. After many years of study a Canadian-made transit system will be purchased to operate within the Park. This new people-mover system will carry visitors from a parking lot at the south end of Queen Victoria Park to various locations within the immediate area of the Falls. This is the first step taken to help alleviate the heavy traffic congestion experienced within the Park.

James N. Allan, Chairman The Niagara Parks Commission

The Commission is particularly pleased with the new Visitor Reception Centre and road re-alignment which has taken place at the School of Horticulture. The road improvement now makes it easier for the thousands who visit the school yearly to find parking space without crossing the Parkway. The Reception Centre provides shelter during inclement weather as well as new washroom facilities and a garden shop.

Gross receipts were slightly lower than expected; however, the total represents a 3.8 percent increase over the total for 1982.

Since its inception, the members of The Niagara Parks Commission have viewed their responsibility for the care and preservation of the lands adjacent to the Falls on the Canadian side of the border as a high public trust. We continue to maintain this trust and at the same time remain self-funding.

In the pages that follow, the Ninety-seventh Annual Report of The Niagara Parks Commission is detailed by Departmental reports.

I would like to express my sincere appreciation to the members of the Commission for their conscientious dedication in dealing with Commission affairs, and Don Wilson, General Manager, and his staff for their loyalty and interest in improving the facilities and services which add to the enjoyment of the Park visitors.

Respectfully submitted,

The Niagara Parks Commission
James N. Allan,
Chairman

Weather and Attendance

Weather conditions, to a great extent, are major factors in Ontario's Niagara Parks during any season.

The winter months of 1982/83 proved to be some of the warmest recorded by the Niagara District Weather Office. Temperatures remained an average of two degrees above normal until the end of February. The spring months were cool and wet with the summer months described as warm and above normal. The fall months of September and October were normal as far as temperatures and precipitation were concerned.

Overall attendance recorded at Niagara Parks attractions, golf courses, and museums was consistent with attendance recorded last year. One noticeable difference was recorded at the Maid of the Mist Incline Railway where usage was up significantly. This resulted because of the warmer winter months allowing the Maid of the Mist boats to enter the Niagara River at the very early date of April 9th. This was about five weeks ahead of schedule. The warmer summer also helped to boost the number of visitors who used the Queen Victoria Park viewmobiles.

For the first time in five years overall vehicular traffic in The Niagara Parks Commission fell below the five million count. Traffic in Queen Victoria Park was slightly below that recorded in 1982. However, there was a slight increase in traffic in two areas of the Park System, namely the south and north boulevards.

During the year the number of Chartered Bus Permits fell below the number issued in the past few years. An annual license plate survey of vehicles parked in Queen Victoria Park reflected near identical results to 1982. This year the percentage of license plates from Canada was 43.7% with 56.3% from the United States.

ATTENDANCE - ATTRACTIONS, GOLF COURSES AND MUSEUMS

	1983	1982	INCREASE OR (DECREASE)
McFarland House	1,713	1,679	34
Whirlpool Golf Course	36,379	37,280	(901)
Niagara Spanish Aero Car	164,219	183,414	(19,195)
Maid of the Mist Incline Railway	717,125	603,502	113,623
Scenic Tunnel	619,561	679,907	(60,346)
Horseshoe Falls Incline Railway	754,666	785,287	(30,621)
Oak Hall Par 3 Golf Course	13,459	14,296	(837)
Viewmobiles	139,030	122,089	16,941
Miller's Creek Campsite	8,796	9,102	(306)
Old Fort Erie	47,544	50,078	(2,534)
Old Fort Erie Educational Tours	1,859	1,870	(11)
Charles Daley Park	26,251	26,473	(222)
Greenhouse - Queen Victoria Park	368,391	380,149	(11,758)
Stoney Creek Battlefield House	9,764	11,655	(1,891)
	2,908,757	2,906,781	1,976

Vehicles Accommodated in Tolled Parking Lots

Table Rock Parking Lot	344,455	329,247	15,208
Oakes Garden Parking Lot	21,070	19,580	1,490
Rainbow Bridge Parking Lot	23,779	21,476	2,303
Greenhouse Parking Lot	22,163	11,159	11,004
	411,467	381,462	30,005

Chartered Bus Permits Issued

Year	Number of Permits
1983	6,825
1982	7,079
1981	7,112
1980	7,450
1979	7,116
1978	5,488
1977	5,584
1976	6,021
1975	5,721
1974	4,920
1973	4,802

Queen Victoria Park Monthly Traffic Counts

	1983	1982
April	260,150	300,000
May	374,272	368,087
June	455,730	458,225
July	724,243	778,421
August	682,822	728,018
September	423,767	431,825
October	320,045	314,377
	3,241,029	3,378,953

Queen Victoria Park
10-Year Vehicle Count

Year	Number of Vehicles
1983	3,241,029
1982	3,378,953
1981	3,615,227
1980	3,442,784
1979	3,070,247
1978	2,801,208
1977	3,028,956
1976	3,228,098
1975	3,198,905
1974	3,287,770
1973	3,385,319

Total Traffic Recorded in the
Niagara Parks System
April 1 to October 31

Year	Number of Vehicles
1983	4,864,415
1982	5,734,622
1981	5,700,732
1980	5,502,370
1979	5,263,695
1978	4,767,476
1977	5,155,317
1976	5,540,310
1975	5,495,143
1974	5,677,179
1973	6,056,326

Vehicles Counted in Other Sections
of The Niagara Parks Commission

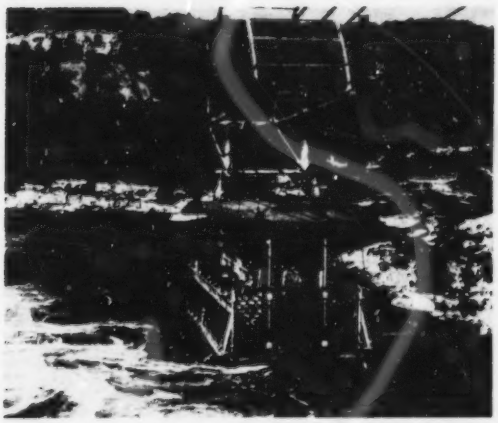
	1983	1982	1981	1980
North Boulevard	982,554	979,836	821,601	673,650
South Boulevard	597,107	588,618	548,374	552,107
Stoney Creek	43,725	47,149	55,490	31,373

(There are no traffic counters at Charles Daley Park or Miller's Creek Park)

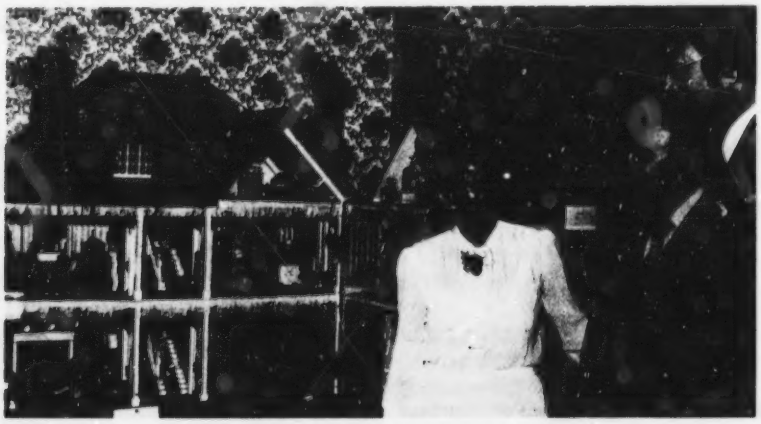
Queen Victoria Park
License Plate Survey

Percentage from	1983	1982	1981	1980	1979	1978
CANADA	43.7	43.4	43.7	51.1	56.1	44.6
UNITED STATES	56.3	56.6	56.3	48.9	43.9	55.4

The mist from the falls creates the annual ice forest in Queen Victoria Park.



The Niagara Spanish Aero Car at the Whirlpool is one of the popular Niagara Parks Commission attractions.



Mildred M. Mahoney shows James Allan, Chairman of The Niagara Parks Commission, and Heinz Hummel, Fort Erie Mayor, her replica Northerden house at the official opening of the Mildred Mahoney Silver Jubilee Doll's House Gallery.

Attractions Department

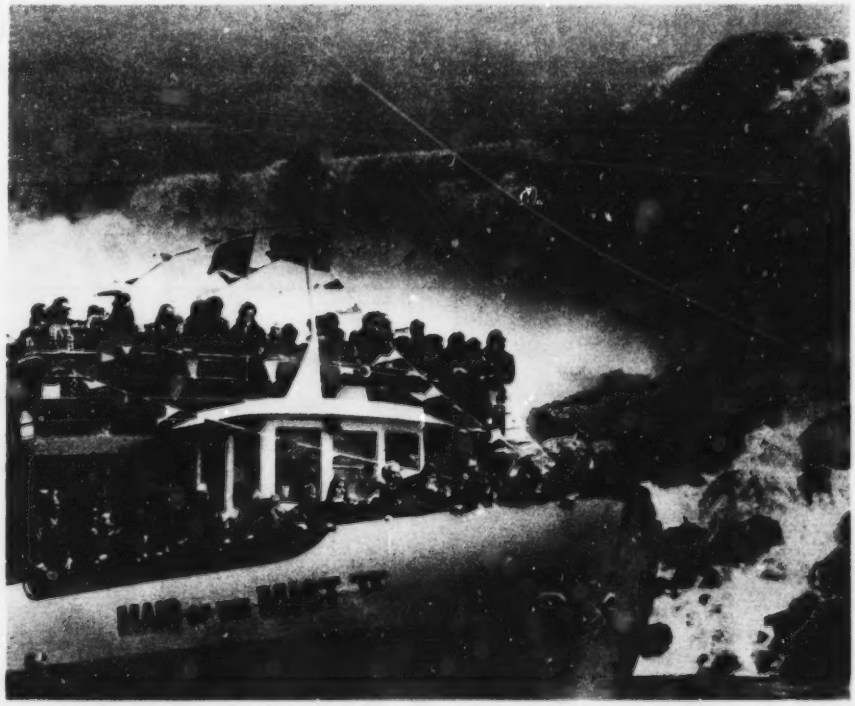
This department is responsible for the operation of several revenue producing facilities -- Table Rock Scenic Tunnels, Niagara Spanish Aero Car, Viewmobiles, Horseshoe and Maid of the Mist Incline Railways, Miller's Creek Campsite, the Niagara Parks Marina, and the Falls Area Parking Lots.

It was during this year the Viewmobile office moved from its seasonal office in the Rainbow Bridge Plaza to an area within the vacant Distribution Centre in Queen Victoria Park. From this office the staffing and operating of ticket/information booths, as well as the parking lots, were coordinated.

The side entrance doors newly installed on the Maid of the Mist Incline Railway helped to increase the daily number of passengers using the Incline.

The purchase of ten new walkie-talkie radios increased efficiency of parking space turn-over in the Table Rock Parking Lot. This also aided vehicle parking in the Rapids View Parking area, south of Dufferin Islands.

Since its inception in 1885, The Niagara Parks Commission has been financially self-sustaining. The income derived from the retail department, attractions and restaurants, combined with water rental fees, helps keep the Commission operating on a sound financial basis.



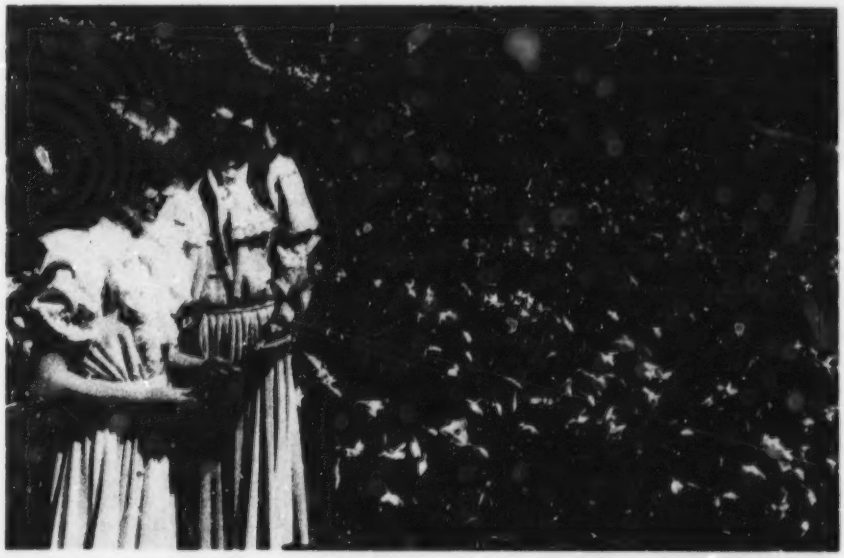
The new 65 ton, twin diesel Maid of the Mist V was christened in 1983.

Retail Operations Department

In 1983 a new retail outlet, specializing in plants and horticultural supplies, was opened at the School of Horticulture. This facility proved to be helpful to thousands of visitors.

After a slow start, due somewhat to the apprehension carried over from 1982 in respect to the general economy, confidence returned and business improved during the later part of June. It then continued through the balance of the season.

Also, store managers reacted quickly to marketing trends through the inventory data provided by a computer. This resulted in overall sales increases and lower year end inventories. Souvenir merchandise sales continued to grow with again healthy sales in T-shirts.



Two young ladies find sunshine and a beautiful sea of daffodils while strolling through Queen Victoria Park. Niagara Falls is the self-styled 'Daffodil capital of the world'.

There are plenty of items to choose from in retail shops operated by The Niagara Parks Commission.

Food Services Department

This particular department, consisting of four fully-licensed restaurants, a cafeteria and five snack bars, has had a very brisk year. A change in menu format and content appears to have been well accepted by the customers. The largest increase in gross receipts (close to 7.5%) occurred at Table Rock Restaurant.

Banquet business during the "off season" continues to be popular. One of the most requested restaurants for wedding receptions is Queenston Heights Restaurant. This Niagara Parks facility is located atop the Niagara Escarpment and offers a beautiful view of the lower Niagara River.

The view from a table near the window of Queenston Heights Restaurant is breathtaking.

Golf Courses

The Niagara Parks Commission maintains and operates two golf courses. The 18 hole public Whirlpool Golf Course remains popular with both local residents and visitors to our area. The smaller 9 hole Par 3 Golf Course, located on Portage Road at the Niagara Parks Commission Administration headquarters, also enjoyed a fine summer season.

The 23rd Annual Men's Amateur Open, held in August, had a full field of 144 entries. Winner of the Fred M. Cairns Trophy was Wayne Wiese. Doug James captured the Chirp Brenchley Trophy for Flight B.

The winner of the 21st Annual Ladies' Open, held in September, was Danne Karins of Amherst, New York.

Niagara Parks Commission vice chairman Archie Katzman (right) presents winner Wayne Wiese with the Fred M. Cairns Trophy. Bill Glashan (left) presents winner Doug James with the Chirp Brenchley Trophy for Flight B.

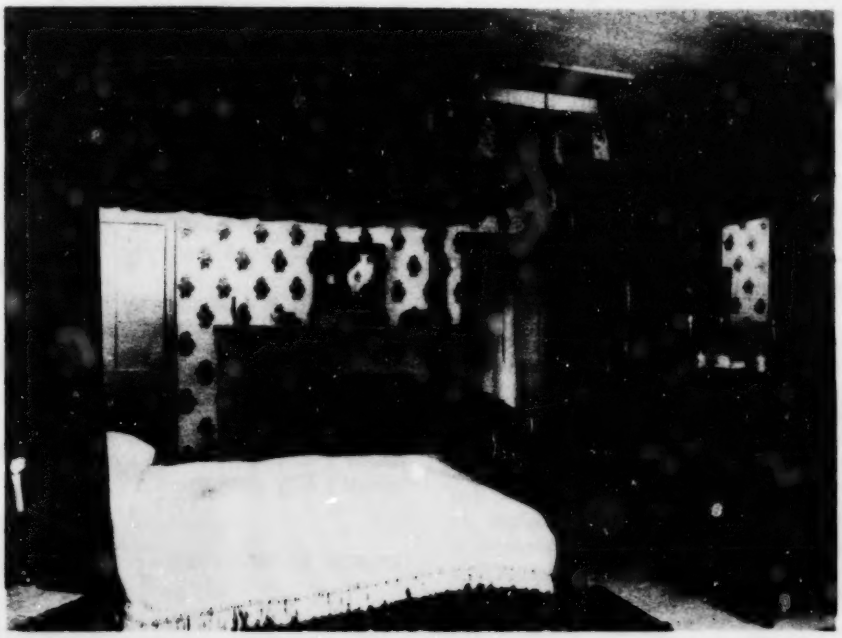
Historical Sites

One of the Commission's goals is "to develop, operate, and maintain ...historic sites... which will add to the visitor's enjoyment".

Thus, through the years, the Commission has been responsible for a wide ranging program of historical restoration, preservation and commemoration, including restored forts and houses, an historical cemetery, monuments, plaques and markers.

Attendance at Old Fort Erie declined slightly this year. However, a high percentage continued to be foreign visitors. Repairs to the Draw Bridge were completed and new footings installed. Extensive work is in progress to repair the rear parapet.

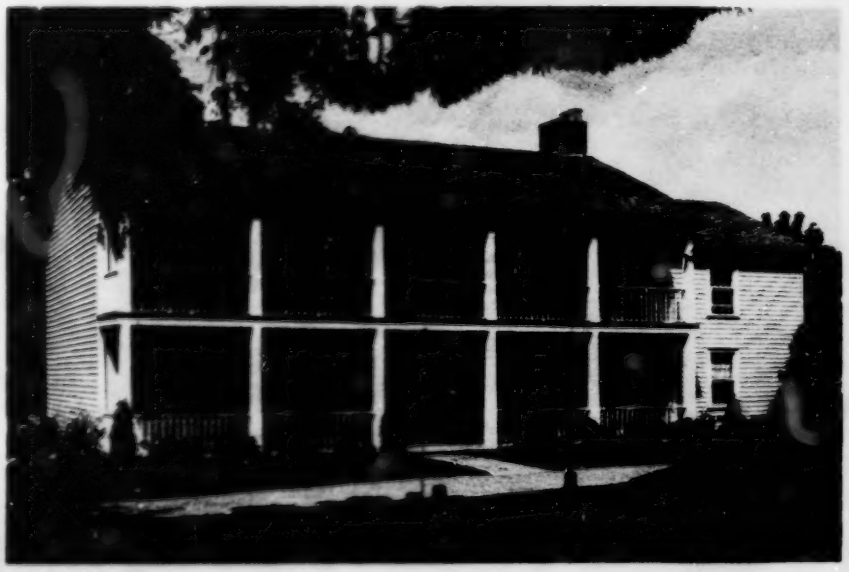
A pilot project involving two classes from a local elementary school was conducted at the Fort after closing for the season. The classes spent a full afternoon of activity at the Fort, in which they heard a lecture on the history of the Fort, took part in a foot drill, and enjoyed a typical meal of that period. The results indicate it is a most worthwhile program to develop.



McFarland House - interior

At Battlefield House in Stoney Creek attendance was down from the previous year. One significant event at this historic site was the founding of Battlefield House Militia. This militia took part in a re-enactment of the Battle of Stoney Creek. Adult education programs included workshops on cornhusk dolls and grapevine wreaths.

The Commission also administers historic Drummond Hill Cemetery in Niagara Falls, and McFarland House in Niagara-on-the-Lake.



Battlefield House, Stoney Creek

Soldiers at Old Fort Erie

Engineering Department

Located in a well equipped service centre in Queen Victoria Park, this department operates with a maintenance staff of some 48 permanent people plus seasonals as necessary, encompassing a wide variety of tradesmen -- construction, electro-mechanical and roads being the major categories.

The staff is responsible for the maintenance and preventative maintenance programs of equipment and buildings of the Commission as well as the Niagara Parkway and connecting service roads from Lake Ontario to Lake Erie. In addition, the supervision and coordination of outside consultants and contractors engaged for large capital projects is a major responsibility.

Engineering staff members continued the involvement with municipal and tourist agencies on solutions to traffic conditions in the Park and surrounding areas. The Commission decided to proceed with its plans for an interim solution to this problem. Urban Transportation and Development Corporation received bids for a transit system. Awarding of the contract for a vehicular carrier will occur in the next fiscal year.

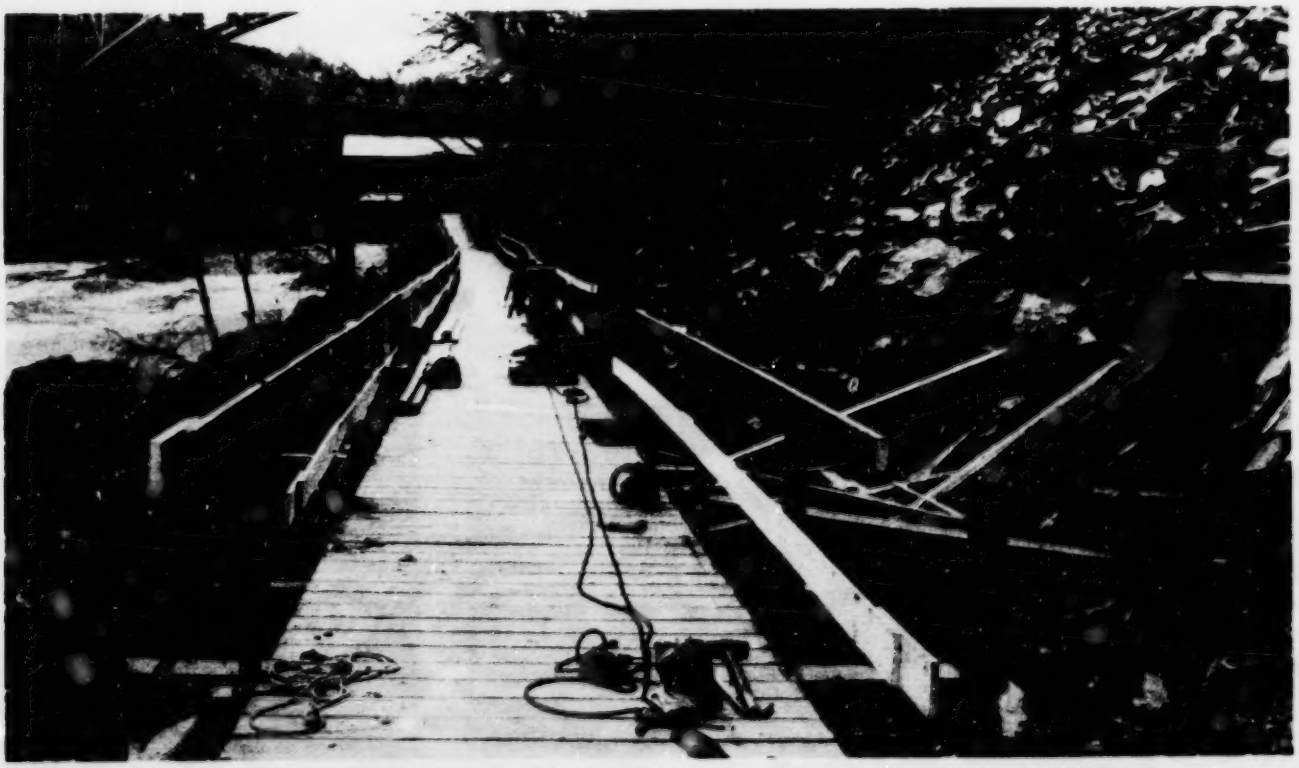
Studies are underway by Acres Consulting Services and Von Roll for the rehabilitation of the Niagara Spanish Aero Car.

The River Road Neighbourhood Study was completed, a joint venture with the City of Niagara Falls.

Capital Construction

Several capital projects were completed in 1983. Most notable was the construction of a Reception Centre and a roadway relocation at the School of Horticulture. The former Administration Building in Queen Victoria Park was completely renovated to accommodate the Niagara Parks Police Department and the Cash Office. New parking areas at Oak Hall were completed and the parapet wall was rebuilt north of the Whirlpool Store. The Maid of the Mist Incline cars were fitted with additional doors to substantially increase their capacity. The Oak Hall Gatehouse Apartments were also renovated.

Other completed items included an extension of retail floor space at Table Rock House North, a coat washer for the Scenic Tunnels, new deck and facing slabs at the School of Horticulture Lecture Hall and enclosing the pavilion at McFarland Point Park. A twelve car parking lot was completed at Riverside Park in Queenston and a new plastic greenhouse was erected in the Greenhouse Complex in Queen Victoria Park.



A new board walk was reconstructed beside the lower Niagara River at the Great Gorge Trip and Daredevil Museum.

Statement Of Capital Expenditures
For The Year Ended October 31, 1983

ROADWAYS, BRIDGES AND PARKING AREAS		
Queenston Flats Park - 12 Car Parking Lot	$ 11,957	
School of Horticulture - Parking Lot and Road Relocation	538,442	
Oak Hall - Parking Lot and Circle	51,376	
		$ 601,775
REVENUE PRODUCING FACILITIES		
School of Horticulture - Garden Shop	$105,953	
Whirlpool Restaurant - Close Road and Enclose Garbage	9,747	
Maid of the Mist Incline Railway - Doors on Cars	103,245	
Victoria Park Restaurant and Cafeteria - Storage	15,731	
Table Rock North Building - Observation Deck	28,043	
Table Rock North Building - Canadian Crafts Addition	18,880	
Scenic Tunnels - Coat Washer Room	23,076	
		304,675
OTHER PARK BUILDINGS		
McFarland Park - Enclose Pavilion	$ 15,630	
School of Horticulture Lecture Hall - New Deck	91,377	
School of Horticulture - Reception Centre	317,858	
Queen Victoria Park - Police Administration Building Renovations	599,175	
Greenhouse - New Plastic House	43,965	
Oak Hall Administration Building - Renovations	52,799	
Oak Hall Apartment Building - Renovations	144,522	
		1,265,326
EQUIPMENT AND FURNISHINGS		402,441
AUTOMOBILES AND TRUCKS		149,718
		$2,723,935

Police Department

It is the duty of the Niagara Parks Police Force to maintain order and protect the property and buildings on all lands within the jurisdiction of The Niagara Parks Commission.

This department consists of a Chief of Police, five corporals, nine first class constables, and four dispatchers. During the summer months twenty-six Special Constables are employed.

Due to the untimely death of Training Officer, Corporal Daniel Diggon at age 36, a new Training Officer was appointed. Corporal Fred Hollidge, was appointed Training Officer in October bringing with him experience from the Ontario Provincial Police and the Royal Canadian Mounted Police.

Constable John Audibert was promoted to Constable 1st Class.

A number of members of this department attended courses at the Ontario Police College in Aylmer, Ontario.

One of the highlights of this year was the moving of the Niagara Parks Police office from the Victoria Park Complex to the renovated former Administration Building which is located in Queen Victoria Park. The Parks Police office had previously been located in this building between 1926 and 1963.

Five cruisers patrolled 333,910 km. of Niagara Parks property. A total of 94 charges were laid under the Niagara Parks Act, Highway Traffic Act and the Liquor Licence Act.

There were 123 major motor vehicle accidents resulting in the death of one individual. Two hundred and twenty-seven (227) articles were reported lost this year, 177 (78%) of which were returned.

Increased patrols by Parks police had the effect of reducing vandalism in the usual "trouble areas".

King's Bridge Park is a favourite location for swimming, sunning and picnicking. The safety of bathers is the prime concern of the qualified lifeguards who supervise this beach during the summer months.

Safety

Diligent efforts to increase employee awareness of unsafe practices and hazardous conditions are made each year. Overall reduction in job-related accidents continues at a level we can be proud of.

Approximately 1,000 employees took part in the employee health and safety programs in 1983. Program topics included: use of portable fire equipment, how to save a choking victim, emergency first aid, and cardio-pulmonary resuscitation.

The Niagara Parks Commission gets into the spring of things at the greenhouse as Jennifer Kuipers prepares for the annual spring display.

Horticulture Department

This department is divided into twelve sections of varying sizes. These areas are determined by the physical characteristics and suitability of each area for horticultural and recreational pursuits.

In general, the outdoor gardens and parks provide colourful and attractive displays of interesting plant material from early spring to late fall. The popular indoor Greenhouse Conservatory is the setting for colourful plants during the rest of the season.

The Niagara Parks Greenhouse is the main source of botanical materials used in planting throughout the Niagara Parks. This year 123,395 bedding plants and 6,966 potted plants were grown in the Greenhouse.

Four special floral displays were presented in 1983. The Christmas Show drew large crowds. Favourable comments were received regarding the new Nativity scene and the Spruce trees that were adorned with decorations, representing six countries of the world.

Once again, the Commission had a display at the Royal Winter Fair in Toronto. This year's exhibit of cascading Chrysanthemums was outstanding and received many favourable comments. Thousands of visitors had the opportunity to view the display over a twelve day period.

Shoreline protection took place along the bank of the Upper Niagara River to assist in controlling erosion.

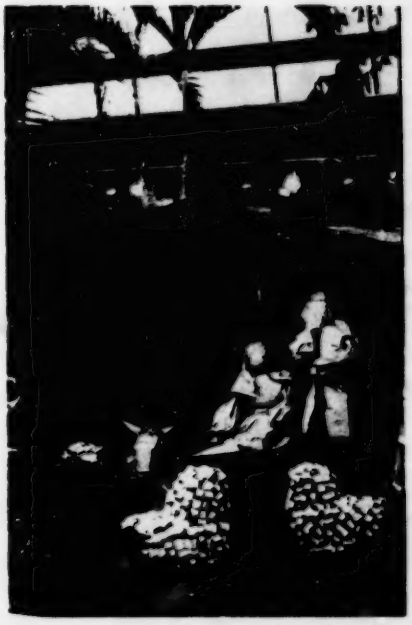
The supervision of lifeguards at King's Bridge Park and Dufferin Islands is the responsibility of this department. These lifeguards were credited with eleven water rescues during the summer.

A Nature Interpretive Program was conducted at the Niagara Glen from mid-June through Labour Day. Close to 900 people took advantage of the free daily scheduled walks. Trails in the Glen were improved in the spring by a crew hired through the "Needs Program".

More than 500 nursery grown ornamental trees were removed from our tree nursery and planted in different areas of the Park system.

Mr. Ross Wood, Coordinator for the Horticulture Department, retired in October after serving this department well for over 25 years.

The following responsibilities dealing with Park property are handled by this department -- (1) deeds, leases, and agreements; (2) property surveys and easements; (3) licenses and permits. This department also ensures all Park property is kept clean and free of litter throughout the year.



Niagara Parks staff make use of the Niagara Parks Greenhouse to create their annual Christmas Nativity scene. Abstract figures of paper and straw are set in a miniature wooden stable.

NPC employee Frank Paonessa adds the finishing touches to the Niagara Parks' annual Chrysanthemum display.

School of Horticulture

Patterned after an apprenticeship program, The Niagara Parks Commission School of Horticulture is unique in many respects. The main classroom is outdoors, comprising approximately 38 hectares surrounding the School. In addition, students receive classroom lectures including a wide range of horticultural and related subjects.

The most striking physical development in 22 years took place at the School this year with the completion of the Visitor Reception Centre. The impact has been impressive, as a whole new concept in receiving and routing of visitors has been developed. New pathways have been developed to provide a greater variety of grounds tours and to encourage longer visits. Although the building and parking lot were completed by contractors, site changes including interlocking paving, large tree moving, grading, seeding and sodding were undertaken by the student work force as part of their practical training.

Also incorporated into the new building is space for the existing Herbarium and a headquarters for Arboretum records.

The forty-first graduation ceremonies took place on March 26th with the following eleven students receiving their Niagara Parks Diploma:

Thomas Walker Braybrook
Woodbridge, Ontario

Sandra Marie Camps
Hamilton, Ontario

William Murray Friend
St. Bruno, Quebec

Douglas Francis Hevenor
Tillsonburg, Ontario

David Hugh King
Rexdale, Ontario

Niagara Parks Commission chairman James Allan, guest speaker John Sloan, Deputy Minister of Tourism and Recreation, and graduate William Friend examine Friend's landscape model during the 41st annual School of Horticulture graduation ceremonies.

Bradley Stewart Peister
Kitchener, Ontario

Stephen Paul Poole
Pelham, Ontario

Anne Marie Van Nest
Winona, Ontario

Edward Vink
St. Catharines, Ontario

Peter Anthony Winters
Renfrew, Ontario

Grace Herta Wittig
Oshawa, Ontario

Personnel Department

There were 3,684 new applications this year. This was the most received in recent history. The total number hired seasonally was 346 High School students, 256 University and College students and 593 adults.

There were 36 employees who enrolled in job-related training courses which they attended outside of the work area.

Yearly collective agreements were signed with the Ontario Public Service Employees Union representing park employees and park police.

Public Relations Department

The Public Relations Department is responsible for providing information relating to The Niagara Parks Commission. This is done through the production and distribution of brochures, speaking engagements, responding to the numerous enquiries about the Commission, and staffing of seasonal information booths.

A seasonal Group Sales Representative was hired in April to coordinate group business. As a result, new group package tours and brochures were designed to promote this area of tourism.

Donald R. Wilson, General Manager of The Niagara Parks Commission.

James Allan, Chairman of The Niagara Parks Commission partakes in the first outdoor Wintario draw of the season held at Oakes Garden Theatre on June 23rd.

Brian Peckford, Premier of Newfoundland and his daughter Carolyn, were given their first glimpse of the falls by James Allan, Chairman of The Niagara Parks Commission.

THE NIAGARA PARKS COMMISSION

Ontario

This year a new information booth was opened at the Floral Clock. The handling of information at the School of Horticulture was re-located inside the new Reception Centre.

The Niagara Parks Commission continued to provide free band concert programs in the four outdoor bandshells. These programs have become very popular through the summer season.

On June 23rd, The Niagara Parks Commission hosted a special one-hour Wintario Draw which was broadcasted live from Oakes Garden Theatre, featuring local entertainment.

Large crowds of people were drawn to Queen Victoria Park this summer on two particular occasions. On June 8th, a new double deck Maid of the Mist V was slowly moved through the Park, on a float, and lowered over the Gorge into the Niagara River. On July 8th, a large portion of unsafe rock was blasted from Terrapin Point on the American side of the Horseshoe Falls.

Chairman of The Niagara Parks Commission James Allan gives Egyptian President Hosni Mubarek a personal tour of the Falls.

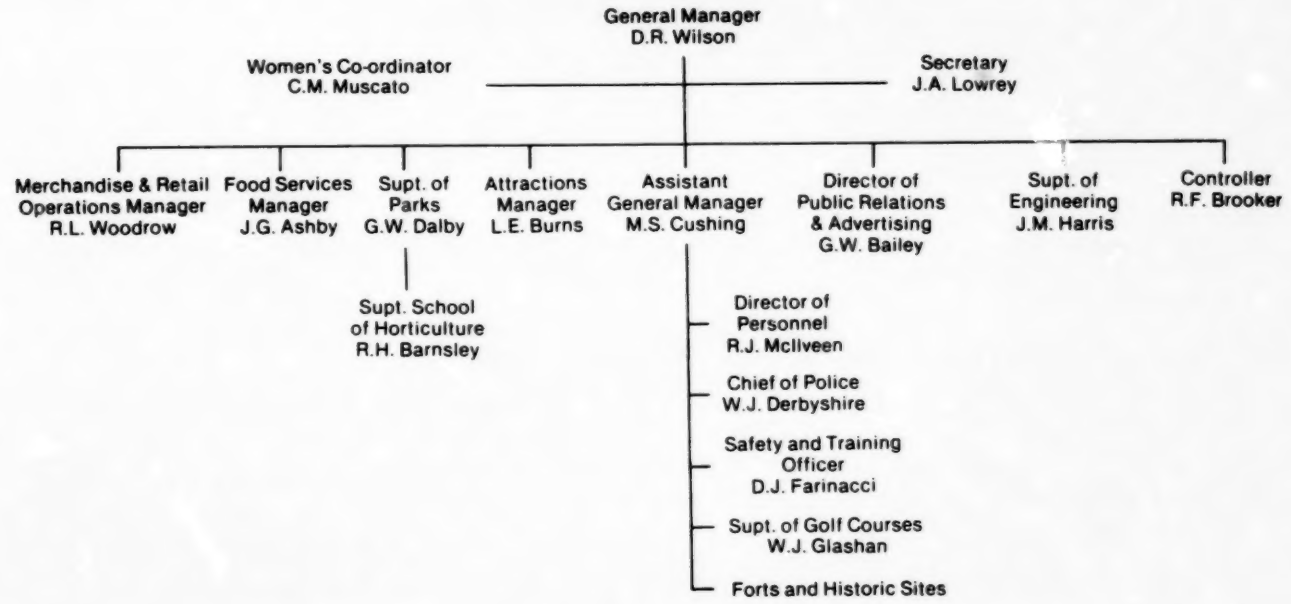
Foreign Minister Wu Xuequian of the People's Republic of China tours the Table Rock House area at the falls, escorted by Ontario Deputy Premier Robert Welch, left and Niagara Parks Commission chairman James Allan, right.

At the south end of the Parkway, The Mildred M. Mahoney Silver Jubilee Doll's House Museum was officially opened on June 8th.

Many distinguished people visited The Niagara Parks this year. Some of those visitors were Pierre E. Trudeau, Prime Minister of Canada; Hosni Mubarek, President of Egypt; Brian Peckford, Premier of Newfoundland; and Wu Xuequian, Foreign Minister of the People's Republic of China.

Filming for both television and motion pictures continues to be extremely popular within the Park System. Of particular interest in September of this year was the taping of a television segment, for a Japanese audience, of the Trans America Ultra Quiz VII.

The Niagara Parks Commission Administrative Organization Chart



Accounting

This department is responsible for all Commission financial records and controls. Some of the duties carried out are general purchasing, accounts payable and receivable, payroll and operation of a central cash office.

Economic forecasting and the preparation of the Park's annual budget are also important functions.

The Provincial Auditor's Report and financial statements follow this report.

Auditors' Report

To The Niagara Parks Commission and to the Minister of Tourism and Recreation.

I have examined the balance sheet of The Niagara Parks Commission as at October 31, 1983 and the statements of equity, income and expenditure and changes in financial position for the year then ended. My examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as I considered necessary in the circumstances.

In my opinion, these financial statements present fairly the financial position of the Commission as at October 31, 1983 and the results of its operations and changes in its financial position for the year then ended in accordance with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

D.F. Archer C.A.
Provincial Auditor

Toronto, Ontario
January 24, 1984

Index to Financial Statements
For the year ended October 31, 1983.

Statements
1. Balance Sheet
2. Statement of Equity
3. Statement of Income and Expenditure
4. Statement of Changes in Financial Position

Schedules
5. Gift Shops, Restaurants and Attractions Schedule of Income and Expenditure
6. Schedule of Maintenance Expenses
7. Schedule of Administrative and General Expenses

THE NIAGARA PARKS COMMISSION

Ontario

BALANCE SHEET AS AT OCTOBER 31, 1983

STATEMENT 1

	1983	1982
	$	$
ASSETS		
CURRENT		
Cash	7,182,101	6,391,617
Accounts receivable		
Ontario Hydro	312,443	395,719
Sundry	250,008	285,120
Inventories - note 1(a)		
Saleable merchandise	1,507,750	1,688,376
Maintenance and other supplies	176,655	177,801
Prepaid expenses	99,757	152,006
	9,528,714	9,090,639
INVESTMENT OF FUNDS FOR FUTURE CAPITAL PROGRAM - note 3	7,213,728	6,500,000
FIXED - notes 1(b), 2 and 4		
Land	4,755,601	4,755,601
Buildings, roadways and structures	26,229,871	24,058,095
Equipment and furnishings	4,006,899	3,753,529
Automobiles and trucks	858,689	787,589
	35,851,060	33,354,814
Accumulated depreciation	12,750,833	11,772,575
	23,100,227	21,582,239
Capital works in progress	603,636	707,376
	23,703,863	22,289,615
	40,446,305	37,880,254
LIABILITIES		
CURRENT		
Accounts payable	987,742	1,867,796
Accrued payroll	328,852	289,949
	1,316,594	2,157,745
LONG-TERM INDEBTEDNESS		
Mortgage payable - note 4	26,000	28,000
EQUITY		
EQUITY (Statement 2)	39,103,711	35,694,509
	40,446,305	37,880,254

On behalf of the Commission:

James R. Allan.
Chairman

Vice-Chairman

STATEMENT 2

STATEMENT OF EQUITY
FOR THE YEAR ENDED OCTOBER 31, 1983

	1983 $	1982 $
EQUITY, BEGINNING OF YEAR	35,694,509	31,780,853
EXCESS OF INCOME OVER EXPENDITURE FOR THE YEAR (Statement 3)	3,409,202	3,913,656
EQUITY, END OF YEAR	39,103,711	35,694,509

STATEMENT 3

STATEMENT OF INCOME AND EXPENDITURE
FOR THE YEAR ENDED OCTOBER 31, 1983

	1983 $	1982 $
INCOME		
Water rentals	3,125,046	2,974,963
Privileges, tolls and fees	609,888	495,428
Net income from gift shops, restaurants and attractions, exclusive of any portion of the administrative overhead of the Commission (Schedule 5)	7,201,161	6,804,908
Sundry income	24,976	43,234
Profit on disposal of fixed assets - net	9,651	37,931
Premium on United States funds - net	140,997	137,641
Interest on bank deposits	1,035,340	1,438,674
	12,147,059	11,932,779
EXPENDITURE		
Maintenance expenses (Schedule 6)	6,455,800	5,720,280
Administrative and general expenses (Schedule 7)	1,346,312	1,527,985
Advertising and public relations	295,802	258,667
Mortgage interest	1,533	1,647
Bank charges and interest	14,797	-
	8,114,244	7,508,579
EXCESS OF INCOME OVER EXPENDITURE FOR THE YEAR BEFORE DEPRECIATION ON NON-INCOME PRODUCING ASSETS	4,032,815	4,424,200
DEPRECIATION OF NON-INCOME PRODUCING ASSETS	623,613	510,544
EXCESS OF INCOME OVER EXPENDITURE FOR THE YEAR	3,409,202	3,913,656

STATEMENT 4

STATEMENT OF CHANGES IN FINANCIAL POSITION
FOR THE YEAR ENDED OCTOBER 31, 1983

	1983 $	1982 $
FUNDS WERE PROVIDED BY		
Operations		
Excess of income over expenditure for the year	3,409,202	3,913,656
Charge against income not requiring an outlay of funds - depreciation	1,173,976	1,066,232
Profit on disposal of fixed assets	(9,651)	(37,931)
	4,573,527	4,941,957
Sale of fixed assets	41,622	50,300
	4,615,149	4,992,257
FUNDS WERE USED FOR		
Purchase of fixed assets and capital works in progress	2,620,195	3,776,909
Payments on long-term indebtedness		
Mortgage payable	2,000	2,000
Investment of funds for future capital program	713,728	1,800,000
	3,335,923	5,578,909
INCREASE (DECREASE) IN WORKING CAPITAL	1,279,226	(586,652)
WORKING CAPITAL, BEGINNING OF YEAR	6,932,894	7,519,546
WORKING CAPITAL, END OF YEAR	8,212,120	6,932,894

SCHEDULE 5

GIFT SHOPS, RESTAURANTS AND ATTRACTIONS
SCHEDULE OF INCOME AND EXPENDITURE
FOR THE YEAR ENDED OCTOBER 31, 1983

	1983 $	1982 $
INCOME		
Souvenirs, china and post cards	8,868,500	8,604,266
Food and refreshments	6,351,475	6,104,873
Beer, liquor and wine	924,478	841,982
Confectionery and tobacco	351,120	326,501
Fares, admissions and rentals	4,778,953	4,607,088
Sundry	425,803	445,647
	21,700,329	20,930,357
COST OF GOODS SOLD		
Souvenirs, china and post cards	4,174,690	4,073,111
Food and refreshments	1,705,978	1,729,743
Beer, liquor and wine	285,221	254,963
Confectionery and tobacco	199,959	192,270
Sundry	166,386	209,566
	6,532,234	6,459,653
GROSS PROFIT	15,168,095	14,470,704
OPERATING EXPENDITURE		
Salaries and wages	4,198,554	3,983,800
Employee benefits	368,630	310,154
Fuel, power, water and laundry	425,428	411,055
General expenses	730,061	729,207
Maintenance of buildings, equipment and golf courses	1,037,356	1,062,779
Grants in lieu of municipal taxes	272,718	254,321
Warehouse expense	383,824	358,792
	7,416,571	7,110,108
NET INCOME BEFORE DEPRECIATION	7,751,524	7,360,596
DEPRECIATION OF BUILDINGS AND EQUIPMENT	550,363	555,688
NET INCOME EXCLUSIVE OF ANY PORTION OF THE ADMINISTRATIVE OVERHEAD OF THE COMMISSION	7,201,161	6,804,908

SCHEDULE 6

SCHEDULE OF MAINTENANCE EXPENSES
FOR THE YEAR ENDED OCTOBER 31, 1983

	1983 $	1982 $
MAINTENANCE OF GROUNDS AND FACILITIES		
Niagara-on-the-Lake to Queenston	197,432	221,665
Queenston Heights Park	237,826	223,553
Queenston to Niagara Falls	730,496	506,285
Queen Victoria Park	1,803,273	1,363,606
Queen Victoria Park to Black Creek	159,352	238,415
Black Creek to Fort Erie	153,763	158,763
Town of Fort Erie	233,502	204,508
Stoney Creek Park	52,688	48,234
	3,568,332	2,965,029
UNDISTRIBUTED MAINTENANCE COSTS		
Horticulture Department		
School of Horticulture	461,116	404,095
Greenhouse	212,998	188,027
Tree department	61,814	55,839
Other expenses	453,539	393,171
Trucks and automobiles	16,127	48,629
Service yards	171,186	178,804
	1,376,780	1,268,565
Engineering Department		
Equipment	24,020	39,228
Other expenses	684,508	706,972
	708,528	746,200
Police Department		
Salaries	635,221	582,885
Automobiles, employee benefits, uniforms and miscellaneous	166,939	157,601
	802,160	740,486
	6,455,800	5,720,280

SCHEDULE 7

SCHEDULE OF ADMINISTRATIVE AND GENERAL EXPENSES
FOR THE YEAR ENDED OCTOBER 31, 1983

	1983	1982
	$	$
ADMINISTRATIVE EXPENSES		
Administrative and office salaries	885,879	796,476
Commissioners' expenses	6,203	7,806
Office expense	77,627	66,529
Telephone	25,791	32,629
Travel expense	6,794	7,556
Employee benefits	130,057	150,007
	1,132,351	1,061,003
GENERAL EXPENSES		
Insurance - net	61,751	56,132
Legal fees	11,694	19,879
Audit fees	24,475	23,425
Pension and injury awards	20,192	20,172
Grants in lieu of municipal taxes - net	18,075	19,338
General expense	53,462	41,532
Expropriation expense	5,531	231,141
Special grants	18,781	55,363
	213,961	466,982
	1,346,312	1,527,985

NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED OCTOBER 31, 1983

1. SIGNIFICANT ACCOUNTING POLICIES

(a) Inventories
Inventories of saleable merchandise are valued at the lower of cost (first-in, first-out) and net realizable value.

(b) Fixed assets
All fixed assets are recorded at cost. Depreciation has been recorded on the straight-line method, using rates from 2 to 20 per cent for buildings, roadways and structures, from 10 to 50 per cent for equipment and furnishings and from 15 to 50 per cent for automobiles and trucks.

2. FIXED ASSETS

	1983		
	Cost	Accumulated Depreciation	Net Book Value
	$	$	$
Land	4,755,601	-	4,755,601
Buildings, roadways and structures	26,229,871	9,682,953	16,546,918
Equipment and furnishings	4,006,899	2,485,316	1,521,583
Automobiles and trucks	858,689	582,564	276,125
	35,851,060	12,750,833	23,100,227

	1982		
	Cost	Accumulated Depreciation	Net Book Value
	$	$	$
Land	4,755,601	-	4,755,601
Buildings, roadways and structures	24,058,095	8,938,812	15,119,283
Equipment and furnishings	3,753,529	2,291,827	1,461,702
Automobiles and trucks	787,589	541,936	245,653
	33,354,814	11,772,575	21,582,239

3. CAPITAL PROGRAM
The Commission has commenced initial work in connection with the development of a parking area and transit system to alleviate traffic problems in Queen Victoria Park. The total cost of this program is estimated to be $10,000,000. The major portion of the estimated cost will be expended by the end of 1985. As at October 31, 1983 $1,501,628 has been expended on the program (October 31, 1982 $1,416,784). The Commission has earmarked $7,213,728 which has been invested for the eventual use toward this capital program (October 31, 1982 $6,500,000). The funds are invested in Government of Canada Treasury Bills which are recorded at cost. Market value of the Treasury Bills approximates cost. The annual allocation, if any, is determined independently of the interest earned.

4. MORTGAGE PAYABLE
The mortgage payable bears interest at 5 3/4% and requires annual principal payments of $2,000 until March 1, 1996. The mortgage is secured by land with a carrying value of $70,000.

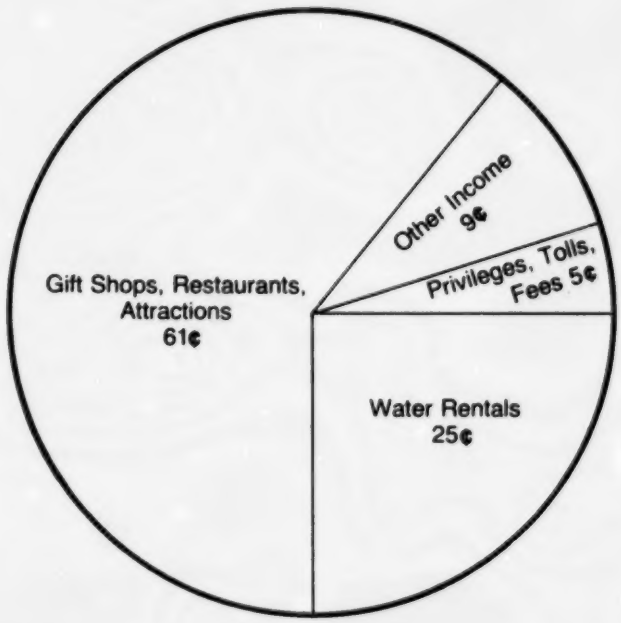
5. TRUST FUNDS
The Commission administers trust funds for the perpetual care of a cemetery plot at Drummond Hill Cemetery. As at October 31, 1983 these funds totalled $5,389 (October 31, 1982 $5,236). These funds are not included in the financial statements.

6. COMPARATIVE FIGURES
Certain comparative figures on Statement 3 and Schedules 5 and 7 have been reclassified to conform with the 1983 presentation.

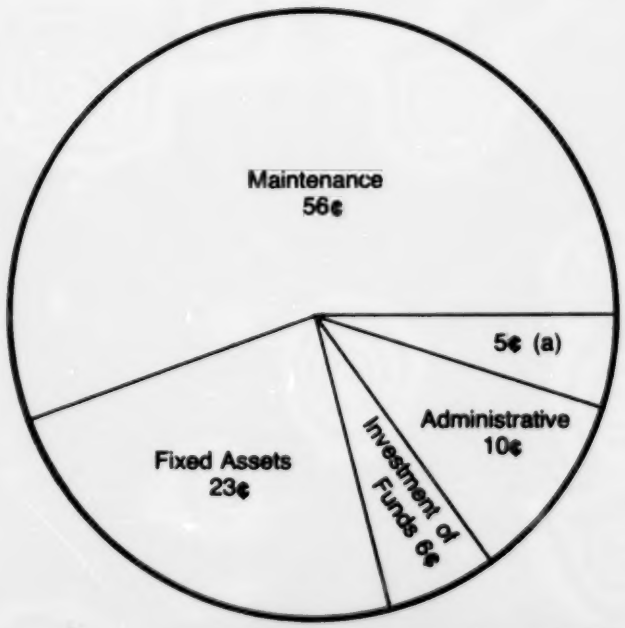
THE NIAGARA PARKS COMMISSION

YEAR ENDED OCTOBER 31, 1983

WHERE THE 1983 COMMISSION DOLLAR CAME FROM



WHERE THE 1983 COMMISSION DOLLAR WENT



(a) Advertising, Public Relations and General

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